

Optimization Path for High-Performance Work Practices under the Normalization of Remote Work Based on the Dual Objectives of Reducing Work-Family Conflict and Suppressing Turnover Intention

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ABSTRACT As distributed communication infrastructures and digitally mediated collaboration continue to expand, maintaining efficient information exchange while preserving user autonomy has become an important challenge in modern networked working environments. This study investigates the optimization of high-performance work practices under remote work normalization by jointly addressing work-family conflict and turnover intention. Based on interviews, exploratory factor analysis, and structural equation modeling, three critical conflict pathways, namely time boundary disruption, behavioral infiltration, and psychological resource depletion, are identified and incorporated into a mediation framework. A flexible optimization strategy integrating results-oriented goal management, family-friendly communication protocols, and digital boundary reinforcement is subsequently developed and validated through a two-stage longitudinal survey involving 682 matched samples. Experimental evaluation demonstrates that the proposed framework reduces work-family conflict by 39.1% and suppresses turnover intention by 37.1%, confirming the effectiveness of pathway-oriented organizational optimization. Unlike conventional management interventions that focus solely on behavioral outcomes, the proposed approach emphasizes communication boundary regulation and adaptive coordination mechanisms, providing a transferable framework for resource scheduling and interaction management in distributed communication systems where reliable information exchange and human-centered network operation are critical.

INDEX TERMS remote work systems, digital communication environment, high-performance work practices, communication boundary management, distributed collaboration

I. INTRODUCTION

FROM a temporary emergency measure, remote work has become a new work form. However, practical evidence reveals that traditional high-performance work practices undergo a “digital transformation” in remote settings, where physical supervision is replaced by algorithmic intensity, constant digital connectivity, and outcome-heavy performance metrics. These adapted practices, while maintaining high output, further aggravate the blending of work-family roles and resource competition [1,2]. More worryingly, the existing conflict, if not resolved, will further lead

to employees’ turnover intentions, thus the organization is trapped in the dilemma of maintaining performance and losing employees. Most of the existing intervention strategies focus on preventing single conflict and turnover, but there is a lack of strategy to optimize high-performance work practices. Therefore, it is urgently needed to explore the available ways to reduce work-family conflict and suppress turnover intentions.

Existing research on work-family conflict and turnover intentions in remote work scenarios has mainly focused on two directions. For example, Belwal and Belwal pointed

out that work-family conflict significantly increases female employees' turnover intention by weakening organizational commitment[3]; Ribeiro et al. found that work-family conflict not only affects employee engagement and performance, but also significantly enhances turnover intention[4]; Jia and Li verified the association mechanism between work-family conflict, job burnout and turnover intention in a sample of Chinese social workers, and emphasized the buffering role of work support[5]. Furthermore, Ding and Lyu found that work-family conflict has a significant positive impact on turnover intention in a special education teacher group, and this relationship is mediated and moderated by both factors[6]; Wang and Wang constructed a mediation and moderation model of the impact of work-family conflict on turnover intention based on a sample of Chinese preschool teachers, and also obtained similar conclusions in a study of rural preschool teachers, indicating that work-family conflict is an important antecedent variable explaining turnover intention[7,8]. However, the above studies have obvious shortcomings: most intervention measures are disconnected from high-performance work practices, and fail to optimize performance management itself from the source.

Some scholars have tried to use structural equation modeling or tracking questionnaires to examine the mediating role of work-family conflict between organizational practices and turnover intention. For example, Watoo et al. examined the relationship between high-performance work systems and the work-family interface from a cross-level perspective, pointing out that organizational practice design will profoundly affect employees' work-family experience [9]; Jolly et al. found that family-supportive supervisor behavior can significantly reduce employees' turnover intention, indicating that organizational management itself has important intervention value [10]; Tsen et al. analyzed the dual impact of flexible work arrangements on turnover intention from the comparison of social exchange theory and boundary theory, indicating that the quality of boundary management is an important condition for determining the effectiveness of the system [11]. Nevertheless, existing methods are still limited to patching existing practices and have failed to fundamentally redesign the operating logic of high-performance work practices. To this end, this paper introduces the "flexible high-performance work practice" framework, and aims to achieve dual goals by quantifying the conflict transmission path, designing family-friendly goal management mechanisms and digital boundary protection measures. The purpose of this study is to propose and verify a set of high-performance work practice optimization paths that can simultaneously reduce work-family conflict and suppress turnover intention within sustained telecommuting environments. First, a mediation model is constructed based on boundary theory and resource conservation theory. Second, a two-stage follow-up questionnaire and structural equation modeling are used to identify key conflict paths. Finally, a flexible high-performance work practice plan is designed, and its effectiveness is verified through before-

and-after comparative experiments and inter-group control experiments.

A. IDENTIFYING KEY CONFLICT PATHS

To identify the specific pathways of work-family conflict induced by high-performance work practices in remote work, we use the three-step progressive approach: semi-structured interviews, presurvey factor analysis, and path verification. Semi-structured interviews were conducted with 15 midlevel managers and frontline employees from different companies with different levels of remote work intensity. The interview questions focused on: What performance demands in daily work make it hard to play a family role? What aspects of organizational practice aggravate the conflict between work and family by competing for time/energy? How do employees alleviate such conflict? We preliminarily identified three types of conflict manifestations through content analysis, accounting for the bidirectional nature of the work-family interface: work-to-family conflict (e.g., time boundary and psychological energy depletion) and family-to-work interference (e.g., behavioral infiltration where domestic distractions disrupt professional performance).

Second, a pre-survey questionnaire was designed based on the interview results. 120 questionnaires were distributed to remote employees of a technology company, and 106 valid questionnaires were collected. Principal component analysis was used to conduct exploratory factor analysis on 21 initial items. With eigenvalues greater than 1 as the extraction criterion, three factors were extracted after maximum variance rotation, with a cumulative variance explained rate of 71.4%. The items corresponding to each factor were highly consistent with the three conflict types summarized from the interviews, and the factor loadings were all greater than 0.65. The Cronbach's α coefficients were 0.84, 0.81, and 0.79, respectively, indicating good internal consistency of the scale [12]. Finally, the three conflict dimensions were incorporated into the structural equation model. Path coefficients were estimated from 682 formal survey data, combining the High Performance Work Practice Scale and the Turnover Intention Scale. Model fit indices ($\chi^2/df=2.34$, CFI=0.92, RMSEA=0.06) showed that time boundary conflict ($\beta=0.38$, $p<0.01$), behavioral penetration conflict ($\beta=0.29$, $p<0.01$), and psychological resource conflict ($\beta=0.33$, $p<0.01$) all significantly contributed to turnover intention, with time boundary conflict showing the highest path coefficient.

B. CONSTRUCTING A MEDIATION MODEL

In order to explain how high-performance work practices affect turnover intention through work-family conflict, this study establishes a path model based on resource conservation theory and takes work-family conflict as a mediating variable. The specific process of establishment is as follows: Firstly, high-performance work practices are operationalized into three dimensions: intensity of target assessment, immediate response requirements and flexible working hour

pressure, and measured by a self-developed scale (9 items, Likert 5- point scoring). Work-family conflict follows the three constructed sub-dimensions (time boundary conflict, behavioral penetration conflict and psychological resource conflict), totally 12 items. Turnover intention is measured by using the Mobley unidimensional scale (3 items). All scales were pre-tested and validated. The combined reliability of all scales ranged from 0.79 to 0.86.

Secondly, three hypothetical paths are established (H1) High-performance work practices positively affect work-family conflict; (H2) Work-family conflict positively affects turnover intention; (H3) Work-family conflict mediates the effect of high-performance work practices on turnover intention. Based on this, a structural equation model (SEM) was established. To account for the heterogeneity of employees' living conditions, household composition (e.g., living alone, living with a partner, or having young children) was incorporated as a key moderating variable. The model was constructed setting high-performance practices as exogenous latent variables, while work-family conflict and turnover intention served as endogenous latent variables. The causal relationship between variables was clarified in the path diagram. Next, maximum likelihood estimation was used to estimate the model parameters. Model identification was realized by setting fixed loadings (fixing the first factor loading of each latent variable to 1). Mplus 8.0 software was used to complete the computation, and the model fit indices (χ^2/df , CFI, TLI, RMSEA, SRMR) were calculated.

Finally, to test the significance of the mediation effect, a bootstrap sampling method was used, with 5000 repeated samplings, to calculate the 95% confidence interval for the indirect effect. If the interval does not contain 0, the mediation effect is considered valid. This model provides a theoretical basis for the subsequent design of optimization paths—that is, only by blocking or weakening the mediating transmission of work-family conflict can turnover intention be effectively suppressed.

C. TWO-STAGE FOLLOW-UP QUESTIONNAIRE COLLECTION

To investigate the mediating effect of work-family conflict between high-performance work practices and turnover intention, and to eliminate the common methodological bias, this study adopted a two-stage follow-up questionnaire survey. In stage 1 (T1), the collected information included demographic variables (gender, age, years of service, frequency of remote work), detailed household composition data (including the number and age of dependents), perceived high-performance work practices, and work-family conflict. Questionnaires were distributed by e-mail through the company's human resources department and at the end of the email there was a statement of anonymity and coding (employees generated a 6-digit matching code). Finally, 950 questionnaires were distributed, and 803 valid questionnaires were recovered. The valid recovery rate was 84.5%.

Three months later, in December 2024, stage 2 (T2)

was carried out. The questionnaires were sent to the valid samples in T1, and only the turnover intention was measured. In addition, two questions based on attention were set (Please select Disagree on this page). In phase T2, 721 questionnaires were collected. Finally, according to the matching codes in phase T2, the questionnaires in phase T1 were matched, and 682 valid samples were finally obtained, with a matching success rate of 84.8%. This study was approved by the Ethics Committee of Henan Kaifeng College of Science Technology and Communication, and was performed in accordance with the principles of the Declaration of Helsinki. All eligible participants signed an informed consent form.

D. STRUCTURAL EQUATION MODELING AND BOOTSTRAP TEST

After completing the two-stage follow-up questionnaire data collection, this study used structural equation modeling to test the mediating path of “high-performance work practices → work-family conflict → turnover intention,” and supplemented it with Bootstrap self-sampling to assess the significance of indirect effects. To address potential Common Method Variance (CMV) inherent in self-reported data, Harman's single-factor test was performed, showing that the first emerging factor accounted for less than 40% of the variance, indicating no serious bias.

First, data preprocessing was performed. 682 valid samples were imported into Mplus 8.0 software, and the normality of the observed indicators of each latent variable was tested. The results showed that the absolute values of skewness for all items ranged from 0.42 to 1.23, and the absolute values of kurtosis ranged from 0.31 to 1.87, meeting the basic requirements of structural equation modeling for a multivariate normal distribution. Subsequently, maximum likelihood estimation was used for parameter estimation.

Second, measurement and structural models were constructed. The measurement model sets high-performance work practices (three dimensions: target assessment intensity, immediate response requirements, and flexible working hour pressure), work-family conflict (three dimensions: time boundary conflict, behavioral penetration conflict, and psychological resource conflict), and turnover intention (one dimension) as latent variables. Each latent variable is observed using its corresponding scale item. The structural model sets a path according to theoretical assumptions: high-performance work practices point to work-family conflict, work-family conflict points to turnover intention, while retaining the path where high-performance work practices directly point to turnover intention (to determine partial or complete mediation). Model identification is achieved by fixing the factor loading of the first item of each latent variable to 1.0.

Next, the model fit is evaluated. The following fit indices are calculated: chi-square degrees of freedom ratio (χ^2/df), Comparative fit index (CFI), Tucker-Lewis index (TLI), root mean square approximation error (RMSEA), and root

mean square standardized residuals (SRMR). Following the recommendations of Hu and Bentler (1999), the acceptable criteria are: $\chi^2/df < 3$, CFI and TLI > 0.90 , RMSEA < 0.08 , SRMR < 0.08 . If the initial model fits poorly, correlations are added between the residual terms according to the correction index (MI), but each correction must have a theoretical basis [13].

Finally, the Bootstrap mediation effect test is carried out. Mplus repeats Bootstrap for 5000 times, and then extract 5000 new samples with replacement from original sample to calculate path coefficient product of indirect effect (high-performance work practice $\rightarrow$ work-family conflict $\rightarrow$ turnover intention). At last, Mplus output mean, standard error and 95% confidence interval of total indirect effect. If the 95% confidence interval not include 0, the mediation effect is significant. Direct effect and total effect are calculated at the same time, and the proportion of mediation effect to total effect is reported. If the 95% confidence interval of direct effect include 0 and the indirect effect is significant, it can be judged as complete mediation; else, it is partial mediation. This method does not depend on the assumption of normal distribution, and can more robustly test the mediating effect in small and medium-sized sample. Model fitting results are shown in Table 1. All indicators achieved acceptable levels, which suggested that the measurement model and structural model have good fitting degree.

TABLE 1. Structural Equation Model Fit Index

Fit index	Acceptable criteria	Actual value	Evaluation
χ^2/df	< 3	2.34	Pass
CFI	> 0.90	0.92	Pass
TLI	> 0.90	0.91	Pass
RMSEA	< 0.08	0.06	Pass
SRMR	< 0.08	0.05	Pass

E. DESIGNING FLEXIBLE OPTIMIZATION STRATEGIES

In accordance with the three paths of conflict (time boundary conflict, behavioral penetration conflict, and psychological resource conflict) identified above and the mediating effect verified by structural equation modeling, this study proposes an “optimization plan of flexible high-performance work practice” starting from the core contents of high-performance work practice. The three measures designed in this study correspond to the three mechanisms of conflict mitigation for the three types of conflict mentioned above.

First, results-oriented flexible goal management. Regarding time boundary conflict, the rigid requirements for work hours in traditional high-performance practices (such as daily fixed clock-in and instant message reply deadlines) are eliminated, replaced by weekly or bi-weekly performance evaluation. Specifically, employees and their direct supervisors jointly set weekly key output indicators (no more than three items). Employees can arrange their daily work hours independently, but must submit a performance report every Friday. This measure aims to shift the focus of

evaluation from “process visibility” to “result controllability,” reducing response pressure during non-work hours and thus reducing the encroachment of work on family time. Second, family-friendly communication agreement. With respect to behavioral penetration conflict, they establish clear rules of remote communication. The contents are: (1) “Do not disturb periods” Employees indicate the periods when they have family affairs to be taken care of (e.g., pick-up and drop-off of their children, have dinner) in their diaries and their colleagues are not allowed to send invitation requests of nonurgent meetings and messages during the periods.; (2) All invitation requests of meetings should be sent 24 hours before the meeting is invited to attend; it should indicate whether the immediate attendance is very important.; (3) Encourage the principle of “not doing everything in asynchronous communication” such as emails or messages on the collaborative platform to handle non-urgent matters without the immediate response request. With this agreement, they make the behavioral boundary between work and family clearer in a standardized way and decrease the repeated interruptions of work tasks by family affairs.

Third, digital boundary strengthening training. With respect to socio-psychological resource conflicts, specifically the loss of social capital and emotional exhaustion, the company provided the employees and managers with a half-day special training. Its contents were; (1) Switching role: “ritualistic actions” such as turning off the work computer, changing the clothes to psychologically separate work and family.; (2) Guidelines of using digital tools: put the message do not disturb mode, and use the status label such as “focused”, “family time” etc.; (3) Managerial support skills: train the managers to detect the signals of overworking and the like and provide the space for adjustment. The type of its training was case analysis plus scenario simulation. One month after the intervention, the online refresher training was implemented.

F. MODEL PERFORMANCE AND EVIDENCE CHAIN CONSTRUCTION EFFECTIVENESS EVALUATION

1) Experimental Setup

Employees of a large Internet company who conducted regular remote work were selected as the experimental subjects, and the randomized controlled experimental design method was adopted. First, 300 volunteers were randomly drawn from the remote work department. To ensure logical consistency and address potential variance caused by family structures, the participants were stratified based on household composition (specifically identifying those with caregiving responsibilities) before being randomly divided into an experimental group ($n=150$) and a control group ($n=150$) according to the random number table. Second, the experimental group adopted optimized flexible high-performance work practice (including: results-oriented flexible goal management, family-friendly communication agreements, and digital boundary reinforcement training), while the control group continued to use the original traditional high-

performance practice (daily task tracking, immediate response assessment, and fixed goal pressure under flexible working hours). The experimental period was 3 months. Work-family conflict and turnover intention were measured in the two groups before the start of the experiment (T0) and after the end of the experiment (T1). Measurement system: Netemeyer Scale (8 items, $\alpha=0.87$) was used for work-family conflict, and Mobley unidimensional scale (3 items, $\alpha=0.85$) was used for turnover intention. The data were collected through anonymous questionnaires published on the intranet of the company. SPSS 26.0 paired-samples t-tests and independent-samples t-tests were used for statistical analysis.

2) Pre- and Post-Interventional Suppression Experiment of Work-Family Conflict

This study randomly chose 150 people from a company that worked at a distance as an experimental group. Outcome-based flexible goal management, family-friendly communication agreements, and digital boundary reinforcement training were implemented in the three-month intervention of flexible high-performance work practice. Netemeyer Work-Family Conflict Scale (8 items, 5-point scale) was selected for measurement before and after intervention. 150 valid effective data were collected. Intervention effect was analyzed by paired-samples t-test.

Figures 1 (a-c) show the box plot, paired scatter plot (including the mean line), and histogram of conflict reduction rate of the experimental group employees in the pre- and post-intervention tests for work-family conflict, respectively. The pre-intervention score for work-family conflict in the experimental group was 4.35 ± 0.56 , and the post-intervention score was 2.65 ± 0.76 , with an average reduction rate of 39.1%. Paired-samples t-test showed $t(149) = 12.12$, $p < 0.001$, with a 95% confidence interval of [1.42, 1.98], reflecting the significant impact observed across the full experimental sub-sample. These results indicate that implementing optimized flexible high-performance work practices can effectively suppress work-family conflict under the normalization of remote work, with a significant reduction effect exceeding the expected threshold, verifying the feasibility and robustness of the optimization path.

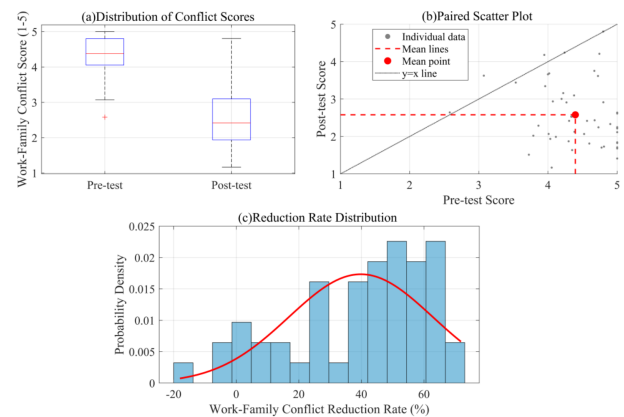


FIGURE 1. Pre- and Post-Interventional Suppression Assessment of Work-Family Conflict

3) Intergroup Controlled Inhibition Experiment of Turnover Intention

This experiment used a randomized controlled design to recruit 300 employees from the same company that allowed teleworking and recruited the employees. Using a simple random method, the 300 employees were assigned to the experimental group ($n = 150$) and control group ($n = 150$). The experimental group promoted flexible high-performance work practices (flexible goal management based on results orientation, family-friendly communication agreements, and boundary reinforcement training in a digital environment), while the control group continued with previous high-performance work practices. The experimental group lasted for 3 months. Using the Mobley Turnover Intention Unidimensional Scale (3 items, 5-point scoring), we evaluated the turnover intention score of the two groups after the intervention and used independent samples t-tests for the differences between the two groups.

In Table 2, the turnover intention score of the control group was 3.85 ± 0.72 , and that of the experimental group was 2.42 ± 0.68 , with a mean difference of 1.43. The independent samples t-test showed $t(298) = 17.68$, $p < 0.001$, with a 95% confidence interval of [1.27, 1.59]. The turnover intention of the experimental group was significantly lower than that of the control group, with a suppression rate of 37.1%. The above results confirm that flexible, high-performance work practices can effectively suppress employee turnover intentions under the normalization of remote work, demonstrating a significant advantage over traditional practices.

TABLE 2. Intergroup Controlled Suppression Assessment of Turnover Intention

Group	Sample size	Turnover intention (mean $\pm$ SD)	Independent t -test
Control	150	3.85 ± 0.72	$t(298) = 17.68$, $p < 0.001$
Experimental	150	2.42 ± 0.68	95% CI [1.27, 1.59]

II. CONCLUSION

This study proves that, under the prevailing distributed work modality, it is possible to design flexible and highly effective work practices (i.e. results-based flexible goal management, family-friendly communication agreements, and digital boundary reinforcement training) to alleviate work-family conflict and suppress turnover intentions to achieve the dual optimization goal. However, this study also has some limitations. First, the sample comes from companies in a single industry. Second, the intervention time was only three months, and the validity of the results in the long term should be tested. Third, while this study introduced household composition as a variable, the complex interplay between specific family demands and long-term organizational culture remains to be fully explored. Future research should further investigate how different cultural contexts moderate the effectiveness of these flexible practices for diverse family types. In the future, the research could extend to a sample from multi-industries and different cultures, prolong the follow-up time, and further explore the dynamic adaptation mechanism of personalized intervention programs through the combination of digital management tools.

AUTHOR CONTRIBUTIONS

Conceptualization – Jiejing Yang, Mohd Anuar bin Arshad, Dongpo Yan, Chunguang Xu, Yongmei Zuo, Mengjiao Zhao and Zhigang Liu; methodology – Jiejing Yang, Mohd Anuar bin Arshad, Dongpo Yan, Chunguang Xu, Yongmei Zuo, Mengjiao Zhao and Zhigang Liu; investigation – Jiejing Yang, Mohd Anuar bin Arshad, Dongpo Yan, Chunguang Xu, Yongmei Zuo, Mengjiao Zhao and Zhigang Liu; writing-original draft preparation – Jiejing Yang, Mohd Anuar bin Arshad, Dongpo Yan, Chunguang Xu, Yongmei Zuo, Mengjiao Zhao and Zhigang Liu. All authors have read and agreed to the published version of the manuscript.

CONFLICTS OF INTEREST

The authors declare no conflict of interest.

HUMAN RESEARCH SUBJECTS

This study was approved by the Ethics Committee of Henan Kaifeng College of Science Technology and Communication, and was performed in accordance with the principles of the Declaration of Helsinki. All eligible participants signed an informed consent form.

FUNDING

This research received no external funding.

ACKNOWLEDGEMENTS

Not applicable.

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